CONTENTS

• About us ................................................................. 3
• Message from the Executive Director .................... 4
• Major Achievements in 2007–08 ............................ 6
• Major Achievements in 2007–08 in Khmer ............. 10
• Major Projects in 2007–08 ................................. 14
• Our Partners ....................................................... 16
• Programmes ......................................................... 18
• Building Research Skills and Qualifications .......... 23
• Publishing and Library Services ......................... 26
• Governance .......................................................... 32

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Cambodia’s Leading Independent Development Policy Research Institute

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CDRI’s Mission

As an independent Cambodian development policy research institute, the mission of CDRI is to contribute to Cambodia’s sustainable development and the well-being of its people through the generation of high quality policy-relevant development research, knowledge dissemination and capacity building.

CDRI works to achieve this mission in partnership with Cambodian public institutions and civil society, and their regional and international development partners, with respect for the capacity of the Cambodian people and their institutions, for the value of local knowledge and experience, and for Cambodia’s history and culture.

What We Do

CDRI produces independent, objective, high quality policy-relevant development research, to maximise its accessibility to policy makers, influencers and stakeholders, and to have it affect policy in five interrelated areas that are key for Cambodia’s sustainable development:

- economy, trade and regional cooperation;
- poverty reduction, agricultural development and rural livelihoods;
- democratic governance and public sector reform;
- natural resources and the environment;
- human security, peace building and conflict transformation.

CDRI undertakes its programmes and projects in partnership with Cambodian government agencies and their international development partners, other research and tertiary education institutions and civil society organisations. To support its research and capacity building, it also offers library, information and publishing services, and both hosts and participates in local and international conferences, seminars and training programmes on development issues.

Located in the Phnom Penh suburb of Tuol Kork, CDRI has 74 staff including management, professional and technical staff, administrative and support staff, of whom 69 are Cambodian. CDRI has a strong commitment to the capacity development and professional skills of its staff, many of whom, after being trained at CDRI, go on to contribute to other Cambodian and international organisations involved in their country’s development.
I am pleased to introduce CDRI’s 2007–08 Annual Report, my fifth as executive director, and one coming at the mid-point in our 2006–10 Strategic Plan. In the past year, CDRI’s programmes and research projects, staff numbers and financial resources have grown, building CDRI’s profile, reputation and output, but also identifying areas where our performance, capacities and systems must be strengthened.

In February 2008, CDRI and ANZ Royal again partnered in the organisation and co-hosting of the Cambodia Outlook Conference on the theme “Mobilising Cambodia’s Resources—Human, Natural, Financial—for Quality Development, Growth and Prosperity”. In his opening keynote address, Prime Minster Hun Sen again stressed the value of such an annual conference, bringing together some 250 invited leaders from government, the private sector, civil society and the development and research communities, to discuss progress and challenges in Cambodia’s development, with a particular emphasis on issues of concern to the private sector, and to generate policy recommendations and ideas for action. Since the 2008 conference, CDRI and ANZ Royal have entered into an agreement to co-host an annual Cambodia Outlook Conference each year from 2009 to 2011.

CDRI’s research programme has had a year of significant achievement: completion and dissemination of two major poverty studies, contributing to a better knowledge and understanding of the dimensions and dynamics of poverty and its alleviation in Cambodia; deepening work on sub-regional and regional economic integration on trade, labour migration and agricultural production and marketing; a close engagement with policy makers and other actors in Cambodia’s decentralisation and deconcentration reforms, and research on governance issues such as accountability and leadership in local politics; major work on water resource management and research capacity building, the role of tropical forests in poverty reduction and the environmental implications of hydro-power development; and new exploratory research work on social issues such as child poverty and youth migration. It has also been a busy year for the Conflict Prevention in Cambodian Elections (COPCEL) programme, at both the national and provincial levels, as we move closer to the national election in July 2008, and for CDRI’s peace building and conflict resolution training courses in Phnom Penh and selected provinces.

Over the past year, we have been able to improve access to international research knowledge and resources, with increased internet speed, expansion of library holdings on key development research issues and access to on-line journals through our partnership with IDRC. We have also expanded our support for staff to undertake postgraduate study in PhD and masters programmes in Cambodia, Singapore, the Philippines, Japan, Australia, Sweden and the USA, and offered a broader range of in-house intensive short courses on research methodologies.
We are currently conducting a mid-term review of our 2006–10 Strategic Plan, and working with the Swedish International Development Agency (Sida) on a mid-term review of Sida’s current support which includes support for both the governance programme and core operating costs. These reviews will help CDRI assess its performance against its strategic goals and performance indicators, its strengths and weaknesses, and identify action that should be taken to further improve the quality of our research, and its impact on development policy in Cambodia, to build the capacity of our researchers, and to strengthen our longer term resource base. The Sida-DFID model of support, which provides resources to a major CDRI research programme, and also contributes to core operating costs, human resource capacity building and institutional strengthening, will be promoted to other resource partners.

Following a formal performance assessment by the CDRI Board of Directors, I was pleased to accept an extension of my appointment as executive director of CDRI until the end of 2010. It is both an honour and pleasure to be able to serve CDRI and Cambodia in this very challenging role. I would like to express my sincere thanks to the CDRI Board of Directors, particularly its chair, H.E. Dr Hang Chuon Naron, and to my CDRI colleagues and our partners, for their support and guidance, and look forward to working with them over the next three years.

Larry Strange
Executive Director, CDRI
June 2008
The 2008 Cambodia Outlook Conference, hosted by CDRI and ANZ Royal, was held in Phnom Penh on 28 February 2008. This second conference, a unique partnership between a leading development policy research institute and a leading bank, brought together some 250 invited leaders from government, the private sector, civil society and the development and research communities, to discuss progress and challenges in Cambodia’s development, with a particular emphasis on issues of concern to the private sector, and to generate policy recommendations and ideas for action.

The 2008 conference theme was “Mobilising Cambodia’s Resources—Human, Natural, Financial—for Quality Development, Growth and Prosperity”. There were five session topics:

- Cambodia: A 2008 Macro View—Key Indicators, Major Development Challenges, Our Region, the Private Sector
- Making the Most of Cambodia’s Natural Resources—Forests, Fisheries and Minerals
- Making the Most of Cambodia’s Human Resources
- Cambodia 2008 and Beyond: Public-Private Partnerships as Drivers of Quality Development, Growth and Prosperity
- Making the Most of Cambodia’s Natural Resources—Land, Property, Real Estate, Productive Land Use and Development.

Prime Minister Hun Sen, in his keynote opening address, emphasised that a decade of peace...
and stability has enabled Cambodia to achieve impressive growth, with strong economic and social development, including a substantial reduction in poverty, increased government revenues and improved infrastructure, health and education. However, he also conceded that the rapid transition to an open market economy meant continuing challenges for the government and its development partners, particularly the challenge of inequality and uneven distribution of the fruits of growth. He highlighted natural resource management challenges, land conflicts and a still limited human resource capacity, with a mismatch of skills and labour market demand, especially for the booming but still underdeveloped private sector, as priorities for the next stage of Cambodia’s development.

Since the 2008 conference, CDRI and ANZ Royal have entered into an agreement to co-host an annual Cambodia Outlook Conference in 2009 to 2011. CDRI’s *Cambodia Development Review*, April–June 2008, contains articles based on the conference themes. The conference programme and presentations are available on CDRI’s website, www.cdri.org.kh.

Other Major Achievements

- **Programme Expansion and Institutional Growth:** CDRI’s programmes, staff numbers and financial resources expanded further in 2007, on the one hand building CDRI’s profile, reputation and output, but on the other identifying areas where performance, human resource capacity or systems must be strengthened.

- **Finance:** In 2007 financial performance improved over 2006, with a modest surplus current account and a modest contribution to reserves.

- **Extension and Expansion of Sida-DFID Support 2008–10:** Sida and DFID have confirmed their extension and expansion of joint support for CDRI from 2008 to 2010, for both the Democratic Governance and Public Sector Reform Programme, and for core operating, capacity building and institutional strengthening costs. Sida will conduct a mid-term review of its support later in 2008.

Session 1: Presentation by H.E. Dr Hang Chuon Naron, secretary general, Supreme National Economic Council, Ministry of Economy & Finance, chair of CDRI Board of Directors, with Dr Hossein Jalilian, CDRI research director and Professor Zhang Yuyan, director, Institute of Asia-Pacific Studies, Chinese Academy of Social Sciences
• **CDRI Poverty Studies:** In 2007 CDRI completed and disseminated the findings of two major studies, contributing to a better knowledge and understanding of the dimensions and dynamics of poverty and its alleviation in Cambodia—the Moving Out of Poverty Study with the World Bank, and the Participatory Poverty Assessment of the Tonle Sap with the ADB. Another round of the MOPS is now in train with further support from the World Bank.

• **Research Project-Partnership opportunities:**
In 2007–08 CDRI entered into several new research project partnerships:

- Natural and Social Environment Survey for the Master Plan Study of Hydropower Development in Cambodia, a three-month survey funded by JICA;
- Cost-Benefit Analysis of Rubber Plantation Development in Cambodia, a one-year project funded by EEPSEA;
- Tropical Forests for Poverty Alleviation, a three-year partnership with the University of Copenhagen’s Centre for International Forestry Research and institutes in Ghana and Burkina Faso, funded by Danida;
- China’s Impact on Poverty Reduction in the GMS, a new Development Analysis Network (DAN) project, funded by the Rockefeller Foundation for 2008–10;
- Tonle Sap Sustainable Livelihood project, funded by the ADB, and Building Community Capacity for Poverty Reduction Initiatives in the Tonle Sap Basin, funded by the Japan Fund for Poverty Reduction through the ADB.

• **COPCEL Phase II:** The COPCEL programme has continued to perform strongly, with monthly national meetings, provincial meetings, media monitoring and analysis, and a national workshop on women and youth in elections. UNDP has extended its financial support for COPCEL through to September 2008 after the July national election, with a concluding national conference in September on lessons from the elections.

• **Review of Peace Building and Conflict Resolution Training Programme:** In 2007–08 CDRI commissioned an external review of its peace building and conflict resolution training programme and its possible future directions,
with recommendations to be considered within CDRI, then by its board in August 2008, for gradual implementation over 2008–10.

• **Improved Access to Research Resources:** CDRI has improved access to international research knowledge and resources, with increased internet speed, expansion of library holdings on key development research issues and access to online journals through its partnership with IDRC.

• **Expansion of Opportunities for Postgraduate Study and Professional Development:** In 2007–08 CDRI substantially expanded its support for staff to undertake postgraduate study in PhD and masters programmes in Cambodia, Singapore, the Philippines, Japan, Australia, Sweden and the USA, and provided a range of in-house intensive short courses on research methodologies.

• **Mid-Term Review of CDRI Strategic Plan 2006–10:** From March to July 2008, CDRI undertook a mid-term review of its 2006–10 Strategic Plan, including a review of performance against the plan, areas for updating and amendment due to changed circumstances, a staff satisfaction/attitude survey, a review of classification, salary, recruitment and retention polices and a review of the role and responsibilities of middle management.
Conflict Prevention in Cambodian Elections: a regional meeting in Battambang, May 2008

A. Confl ict Prevention in Cambodian Elections: a regional meeting in Battambang, May 2008

B. The theme of conflict prevention in Cambodian elections was presented by ANZ Royal.

C. The meeting was attended by representatives from various organizations.

D. Discussions were held on conflict resolution strategies.

E. Towards a peaceful election environment in Cambodia.
Presentation by Mr. Saleemah Ismail, UNDP gender analyst at the Workshop on Youth, Women and Elections, Phnom Penh, February 2008

Presentation by Mr. Saleemah Ismail, UNDP gender analyst at the Workshop on Youth, Women and Elections, Phnom Penh, February 2008
2008 Cambodia Outlook Conference, special dinner session: presentation by Dr Beng Hong Socheath Khemro, deputy director general, General Department of Land Management and Urban Planning, Ministry of Land Management, Urban Planning and Construction
CDRI Annual Report - 2008

Opening session of a training course on the “Role of the Press in Peace Building” CDRI, April 2008

Opening session of a training course on the “Role of the Press in Peace Building” CDRI, April 2008
## MAJOR PROJECTS 2007–08

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
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<tbody>
<tr>
<td>1. 2008 Cambodia Outlook Conference</td>
<td>An independent neutral public forum for discussion and debate, focussing in 2008 on mobilising Cambodia’s resources</td>
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<tr>
<td>2. 2007–08 Annual Development Review</td>
<td>Third annual review of critical development issues in Cambodia</td>
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<tr>
<td>3. Quarterly Cambodia Development Review</td>
<td>A discussion of most recent development issues and assessment of economic performance</td>
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<tr>
<td>4. Moving Out of Poverty Study</td>
<td>The dynamics of poverty and poverty reduction in local communities</td>
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<tr>
<td>5. Participatory Poverty Assessment of the Tonle Sap</td>
<td>A survey of the causes of poverty in the Tonle Sap region</td>
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<tr>
<td>6. Impact of Regional Integration on Poverty</td>
<td>Determining how increased connectivity between the GMS countries can enhance the economic and social status of the poor</td>
</tr>
<tr>
<td>7. Poverty Dynamics Study</td>
<td>In-depth analysis of the relationship between economic growth, poverty dynamics and inequality in Cambodia</td>
</tr>
<tr>
<td>8. Child Poverty</td>
<td>A study on the poverty of poor Cambodian households with children</td>
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<tr>
<td>9. Cross-Border Migration in the Greater Mekong Sub-region</td>
<td>A study of movement in search of employment within the region</td>
</tr>
<tr>
<td>10. Agricultural Production and Trade in the Greater Mekong Sub-region</td>
<td>A study focusing on the flow of rubber and cassava from the farm to export market</td>
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With an irrigation canal nearby, a small farmer can easily water his rice crop, Battambang province, May 2007
### Major Projects 2007–08

<table>
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<tr>
<th>Project</th>
<th>Description</th>
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<tbody>
<tr>
<td>1. Land Titling Baseline Surveys—Urban and Rural</td>
<td>Survey of the socio-economic effects of the titling of land</td>
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<tr>
<td>2. Ke’chhnay Programme: Strengthening the State, Empowering Citizens for Democratic Development</td>
<td>A four-year policy research and capacity-building programme</td>
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<tr>
<td>3. Leadership in Local Politics</td>
<td>A study under the Ke’chhnay programme examining how local leaders mobilise resources in a context of constraint</td>
</tr>
<tr>
<td>4. Governance of Resources: Case Study of Water</td>
<td>Another study under the Ke’chhnay programme, exploring the question: “What factors constrain or enable institutional arrangements of irrigation for poverty reduction?”</td>
</tr>
<tr>
<td>5. Water Resource Management Research Capacity Development Programme</td>
<td>A research capacity-strengthening initiative in water resource management</td>
</tr>
<tr>
<td>6. Cost-Benefit Analysis of Rubber Plantation Development in Cambodia</td>
<td>Analysis of trade-offs related to rubber plantation development, based on a cost-benefit analysis</td>
</tr>
<tr>
<td>7. Tropical Forests for Poverty Alleviation—from Household Data to Global Analysis</td>
<td>Advancing the understanding of the role of tropical forests in preventing and reducing rural poverty in different contexts</td>
</tr>
<tr>
<td>8. Natural and Social Environment Survey for Master Plan Study of Hydropower Development in Cambodia</td>
<td>Survey of 10 potential hydropower dams</td>
</tr>
<tr>
<td>9. Conflict Prevention in Cambodian Elections (COPCEL) Phase II—National and Provincial</td>
<td>A structured series of dialogues between election participants</td>
</tr>
</tbody>
</table>

*Digging a pond to store water for household use and seed bed supplementary irrigation, Kompong Cham, February 2008*
Effective partnerships are critical to the success of CDRI’s development work. In making decisions about its programmes and projects and their resourcing, CDRI seeks to build partnerships that are committed to:

- development of the abilities of the Cambodian people, their government and institutions;
- an understanding of and respect for the local circumstances that determine sustainable development outcomes—political, economic, social, historical and cultural;
- ownership and control of development programmes and results by Cambodian institutions;
- longer term support for the sustainable growth of CDRI and the development of the qualifications, skills and expertise of its staff.

In 2007–08 CDRI worked in partnership with the following local institutions, multilateral and bilateral donor agencies and other institutions to achieve its objectives:

### Government—National, Provincial and Local

Commune Councils  
Council for the Development of Cambodia (CDC)  
Council for Administrative Reform  
Council for Agriculture and Rural Development  
Institute of Technology  
Ministry of Agriculture, Forestry and Fisheries  
Ministry of Commerce  
Ministry of Economy and Finance  
Ministry of the Interior  
Ministry of Land Management, Urban Planning and Construction  
Ministry of Planning  
Ministry of Rural Development  
Ministry of Social Affairs, Labour, Vocational Training and Youth Rehabilitation  
Ministry of Tourism  
Ministry of Water Resources and Meteorology  
Ministry of Women’s Affairs  
National Assembly  
National Bank of Cambodia  
National Election Committee  
National Institute of Statistics  
Provincial Governments  
Provincial, Municipal and District Administrations  
Royal University of Agriculture  
Royal University of Phnom Penh  
Senate  
Supreme National Economic Council

### Other Local Partners

Alliance for Conflict Transformation  
ANZ Royal  
Coalition for Free and Fair Elections  
Committee for Free and Fair Elections  
Committee to Promote Women in Politics and its affiliate organisations
Community Based National Resource Management Learning Institute
Cooperation Committee for Cambodia
NGO Forum
TVK
Working Group Partnership on Decentralisation and its affiliate organisations

International Development Agencies

Asia Foundation, USA
Asian Development Bank
Australian Agency for International Development (AUSAID)
Canadian International Development Agency (CIDA)
Danish International Development Agency (Danida)
Department for International Development (DFID), United Kingdom
Economy & Environment Program for South-East Asia (EEPSEA)
International Development Resource Centre (IDRC), Canada
International Labour Organisation (ILO)
International Monetary Fund (IMF)
Japan Fund for Poverty Reduction (JFPR)
Japan International Cooperation Agency (JICA)
Novib, (Oxfam) Netherlands
Rockefeller Foundation, USA
Swedish International Development Cooperation Agency (SIDA)
United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)
United Nations Population Fund (UNFPA)
United Nations Development Programme (UNDP)

Other International Partners

Australian Centre for International Agricultural Research
Center for International Forestry Research (CIFOR)
Danish Centre for Forest, Landscape and Planning, Denmark
International Institute for Sustainable Development (IISD), Canada
International Trade Centre / World Trade Organisation
University of Sydney, Australia

Development Analysis Network (DAN)

Central Institute for Economic Management, Vietnam
Institute of Economics, Vietnam
Yunnan-ASEAN Regional and Industrial Development Research Center, Kunming
University for Science and Technology, China
National Agriculture and Forestry Research Institute, Laos
National Economic Research Institute, Laos
National Statistics Centre, Laos
Thailand Development Research Institute, Thailand
Economy, Trade and Regional Cooperation

Monitoring Cambodia’s Economy
CDRI continues to produce its regular publications on the Cambodian economy and major development trends and issues—the monthly *Flash Report on the Cambodian Economy*, the quarterly *Cambodia Development Review* and the *Annual Development Review*, now released at each annual Cambodia Outlook Conference, with associated Khmer-language materials.

Trade, Labour Movement and Regional Integration
Over the past year, CDRI has worked closely with Cambodia’s Ministry of Labour and Vocational Training and partner institutions in Thailand on a study of the institutional, policy and legal framework for labour migration, as more of Cambodia’s rural population seek employment in Thailand, Vietnam and elsewhere in the region. In response to Cambodia’s young demographic and limited labour market opportunities for young people, a study on rural-urban youth migration in Cambodia was undertaken with the involvement of relevant government agencies, youth organisations and development partners working on youth issues. A project on the impact of trade on the environment in the Greater Mekong Subregion, with Cambodia as a case study, funded by the Geneva-based Trade Knowledge Network, is also nearing completion.

The Development Analysis Network (DAN), the CDRI-coordinated network of research institutes in Cambodia, Laos, Thailand, Vietnam and Yunnan province of China, supported by the Rockefeller Foundation, has completed field work for its current two projects on Cross-Border Migration in the GMS (DAN 6) and Agricultural Trade in the GMS (DAN 7). The network has been deepening collaboration through the conduct of joint field work where appropriate. A proposal on China’s Impact on Poverty Reduction in the GMS was approved by the Rockefeller Foundation for the next phase of DAN, from 2008 to 2010. This includes room for improving and sustaining the network.

In September 2007, CDRI and the Community Based Natural Resource Management Learning Institute (CBNRMLI) co-hosted an IDRC All Partners Forum in Phnom Penh, bringing together all Cambodian agencies supported by IDRC. As a result, a proposal for better networking of Cambodian researchers and research capacity building was accepted by IDRC, for the establishment
Local visitors enjoying their holiday at the beach in Sihanoukville

Poverty Reduction, Agricultural Development and Rural Livelihoods

Understanding Poverty and Policy Responses for its Alleviation

In 2007, CDRI completed and disseminated the findings of two major poverty studies—the Moving Out of Poverty Studies (MOPS), funded by the World Bank, and the Tonle Sap Participatory Poverty Assessment (PPA), funded by DFID through the ADB. These studies have made a significant contribution to the understanding of the dynamics of poverty in Cambodia, the uneven record of poverty reduction across Cambodian communities and priorities for policy action. Meanwhile, a third poverty study, the Impact of Economic Integration on Poverty, funded by the ADB, is also being finalised, the Cambodian findings of this study having been presented by CDRI to an ADB workshop in Manila in July 2007. Building on the experience and findings of these studies, CDRI has developed a new Poverty Dynamics Study for 2008–09, the first stage of which involves another round of the MOPS, on which field work has already begun, with support from the World Bank-DFID Poverty Trust Fund. CDRI has also begun a study of child poverty in Cambodia funded by UNICEF.

Land, Agriculture and Rural Development

In collaboration with the Ministry of Land Management, Urban Planning and Construction, CDRI has completed both urban and rural land titling baseline surveys, along with associated policy briefs, which will be critical to further implementation of Cambodia’s ambitious land titling programme, a major foundation for both urban and rural development.

A small study of irrigation systems in Cambodia, focussing on institutions, problems and possible solutions to improve water access, has also been completed under the Economy and Environment Program for South-East Asia (EEPSEA). As reported above, a project on Agricultural Production and Trade in the GMS, funded by the Rockefeller Foundation, is also nearing completion.

Two further projects are in their early inception phase—the Tonle Sap Sustainable Livelihoods Project, a two-year project funded by the ADB, and Building Community Capacity for Poverty Reduction Initiatives in the Tonle Sap Basin, a three-year project partnership between CDRI and the CBNRMLI, coordinated by the Council for Agricultural and Rural Development and funded by the Japan Fund for Poverty Reduction through the ADB.

Democratic Governance and Public Sector Reform

Democratic governance and public sector reform remain major challenges for Cambodia, particularly in relation to the design and implementation of the
sub-national governance, or decentralisation and deconcentration, reforms. They continue to be a major focus of research and policy attention for CDRI, which built strong capacity on these issues during its PORDEC programme over 2004–06. Drawing on this experience, and with support from Sida and DFID, CDRI in 2007 designed and initiated the Ke’chhnay programme of research, publishing, policy influencing and research capacity building on current democratic governance issues.

The programme for 2007–08 included literature review, design and field work for studies on Leadership in Local Politics, with specific focus on issues of power and gender in local commune council representation and leadership; Governance and Natural Resources, with a focus on local management of water resources; analysis of the policy and implementation challenges of the Organic Law on Sub-national Governance; and, as both a research project and doctoral dissertation topic, Democracy in Action: Decentralisation in Post-Conflict Cambodia. This programme team is also working in close collaboration with the Water Resource Management Research Capacity Development Programme on governance issues, with study group sessions and other interactions that facilitate knowledge exchange and learning on governance and decentralisation issues.

Natural Resources and the Environment

Managing Natural Resources for Poverty Reduction and Sustainable Development

The Water Resource Management Research Capacity Development Programme is a five-year partnership (2006–11) between CDRI, the Royal University of Phnom Penh (RUPP) and the University of Sydney, funded by AusAID. It is designed and implemented in consultation with the Technical Working Group on Agriculture and Water (TWGAW), hosted by the ministries of Water Resources and Meteorology and Agriculture, Forestry and Fisheries. Its objective is to improve the use and governance of water resources to increase agricultural production and water sustainability, with a geographical focus on watersheds around the Tonle Sap Great Lake. In its first two years, its activities have included the establishment of programme governance and consultative mechanisms, a literature review and social and institutional assessment to help determine priority research themes and methodologies and the provision of opportunities for researchers from CDRI and RUPP to undertake PhD and masters programmes at the University of Sydney on water
resource management and governance issues. Its further work will be determined in consultation with the TWGAW and the two relevant ministries.

**Forests, Plantations and Sustainable Natural Resource and Environmental Management**

CDRI is a partner in Tropical Forests for Poverty Alleviation—from Household Data to Global Analysis, a three-and-a-half-year project funded by Danida through the Poverty and Environment Network. The objective of the project is to advance understanding of the role of tropical forests in preventing and reducing rural poverty in different contexts. The project is a joint research collaboration of five institutions: the University of Copenhagen, the Centre for International Forestry Research, the Forestry Research Institute of Ghana, the Department de Sociologies at the University of Ouagadougou in Burkina Faso and CDRI. The inaugural project workshop was held in Ghana in October 2007, where research methodology and country approaches were discussed. The first field survey was conducted in Cambodia by CDRI in early 2008 in three sites involving 600 households in 15 villages. Follow-up field surveys will be conducted in April, July and October 2008, with the next international partner workshop to be hosted by CDRI in Cambodia in October 2008.

CDRI has also undertaken a Cost-Benefit Analysis of Rubber Plantation Development in Cambodia funded by EEPSEA. The objective of this study is to analyse trade-offs related to rubber plantation development. Three large-scale plantations were selected for an in-depth survey. A total of 151 households, 26 plantation workers, 30 plantation holders and 10 key informants were interviewed in June 2007.

In 2007 CDRI was contracted to undertake a one-year study of Bokor National Park: Improvement Options and Barriers to Implementation of the Proposed Management Plan, also funded by EEPSEA. The research aimed to develop an understanding of the profile of tourism activities in the park, and to assist in designing management options to enhance eco-friendly tourism. However, before the project could be undertaken, the park was closed to enable a major tourism development to proceed.

**Energy Generation and the Environment**

The cost of energy and options for its local generation are major priorities for the Cambodian government and its development partners and private sector investors. The Natural and Social Environment Survey for the Master Plan Study of Hydropower Development in Cambodia, undertaken by CDRI, is a three-month survey funded by JICA. The initial field visit and questionnaire testing were done in Stung Treng province from 15 to 17 November 2007. The survey, involving 800 households in 26 villages in Koh Kong, Pursat, Kampot, Ratanakkiri and Stung Treng, was conducted in January 2008, with the report now completed and submitted.
Human Security, Peace Building and Conflict Transformation

Social Development and Human Security
CDRI continues to explore prospects for the development of expertise and research projects on human security, while also utilising this programme to undertake more policy-relevant work on social development, particularly on health and education, along with current small projects on child poverty and youth situation analysis.

Building a Culture of Peace—Skills for Conflict Transformation
In 2007–08 CDRI’s Peace Building and Conflict Transformation training programme, supported by Novib (Oxfam Netherlands), continued to offer its core annual Working for Peace course for government officials, civil society and trade union representatives, and specific training for commune council members, district and provincial officials in different locations, including Kompong Speu and Ratanakiri, where disputes over land and natural resources have recently occurred. A new programme on conflict-sensitive journalism for the media, with the working title “The Role of the Press in Peace Building”, involving both editors and reporters, was also held. Following CDRI board discussions, a review of CDRI’s peace building and conflict transformation training programme and its future directions has been undertaken, with directions to be determined in the second half of 2008.

Conflict Prevention in Cambodian Elections
CDRI’s Conflict Prevention in Cambodian Elections (COPCEL) continues to be implemented successfully and highly valued by those involved, with a busy programme of activities leading up to and beyond the national election in July 2008.

UNDP has approved the extension of the original programme contract with associated resources from May 2008 until September 2008, including the following major components for 2007–08:
• monthly national COPCEL meetings in Phnom Penh;
• three multi-province COPCEL PROM meetings in Kratie, Sihanoukville and Battambang;
• COPCEL media monitoring and analysis service;
• COPCEL media interviews on election issues;
• a national workshop on women and youth in elections;
• a national conference after the national election to review the administration of the election and lessons for policy making and administration of future Cambodian elections.

COPCEL has proven a useful forum for the discussion of issues such as voter registration, the distribution and checking of voter information, review and “cleaning” of voter lists, the role and behaviour of local officials, complaint handling policy and procedures of the National Election Committee and the behaviour of political parties.
CDRI has a deep commitment to building the capacity, skills and qualifications of its staff. In 2007–08 there was a significant increase in the number and range of CDRI staff engaged in postgraduate study and capacity development, both in Cambodia and overseas. In some cases CDRI provides support from special purpose programme funds; in others it supports staff in competing for scholarships for master and PhD programmes. CDRI staff engaged in postgraduate study in 2007–08 are listed below.

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<thead>
<tr>
<th>Name</th>
<th>Study Programme</th>
<th>Institution</th>
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<tbody>
<tr>
<td>Mr Ann Sovatha</td>
<td>Master of Arts</td>
<td>Northern Illinois University, USA</td>
</tr>
<tr>
<td>Mr Chem Phalla</td>
<td>PhD in Water Resources Management</td>
<td>University of Sydney, Australia</td>
</tr>
<tr>
<td>Mr Doung Virorth</td>
<td>Master of International Studies (Peace and Conflict Resolution)</td>
<td>University of Queensland, Australia</td>
</tr>
<tr>
<td>Mr Em Sorany</td>
<td>Master in Development Communication</td>
<td>University of the Philippines, Los Banos</td>
</tr>
<tr>
<td>Ms Huy Romduol</td>
<td>Master of Applied Conflict Transformation Studies (ACTS)</td>
<td>Pannasastra University, Cambodia</td>
</tr>
<tr>
<td>Ms Khiev Daravy</td>
<td>Master in Water Governance</td>
<td>University of Sydney, Australia</td>
</tr>
<tr>
<td>Mr Kim Chettra</td>
<td>Master in Marketing</td>
<td>Pannasastra University, Cambodia</td>
</tr>
<tr>
<td>Mr Kim Sedara</td>
<td>PhD in Democracy and Decentralisation</td>
<td>Gotenborg University, Sweden</td>
</tr>
<tr>
<td>Mr Meas Savath</td>
<td>Certificate of Conflict Resolution and Peace Studies</td>
<td>Chulalongkorn University, Thailand</td>
</tr>
<tr>
<td>Mr Nou Keo Sothea</td>
<td>PhD in Education (Evaluations and Development Studies)</td>
<td>University of Canberra, Australia</td>
</tr>
<tr>
<td>Ms Ouch Chandarany</td>
<td>Master in Public Policy</td>
<td>Lee Kuan Yew School of Public Policy, National University of Singapore</td>
</tr>
<tr>
<td>Mr Pak Kimchoeun</td>
<td>PhD in Public Policy and Governance</td>
<td>Australian National University</td>
</tr>
<tr>
<td>Ms Ros Bandeth</td>
<td>Master of Applied Science in Natural Resource Management</td>
<td>Massey University, New Zealand</td>
</tr>
<tr>
<td>Mr Sen Sina</td>
<td>Master in Public Policy</td>
<td>University of Cambodia</td>
</tr>
</tbody>
</table>
Other CDRI staff are supported in undergraduate and local study and training to improve English language and writing skills, information technology, specific software applications and human resource management, and through a programme of in-house short courses and training.

### UNDERGRADUATE STUDY 2007–08

<table>
<thead>
<tr>
<th>Name</th>
<th>Study Programme</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Sok Sethea</td>
<td>Master of Arts in Development Studies</td>
<td>Royal University of Phnom Penh, Cambodia</td>
</tr>
<tr>
<td>Ms Sum Sreymom</td>
<td>Master of Agriculture/Rural Development</td>
<td>Tokyo University of Agriculture and Technology, Japan</td>
</tr>
</tbody>
</table>

### Undergraduate Study 2007–08

<table>
<thead>
<tr>
<th>Name</th>
<th>Study Programme</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms Oeung Bon Thyda</td>
<td>Bachelor in Human Resources</td>
<td>Cambodian Mekong University</td>
</tr>
<tr>
<td>Ms Run Savinn</td>
<td>Bachelor in English Literature</td>
<td>Cambodia University of Specialty</td>
</tr>
</tbody>
</table>

In 2007–08 the following in-house courses were conducted:

<table>
<thead>
<tr>
<th>Dates</th>
<th>Course Title</th>
<th>Provided by Speaker/Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>2–3 April 2007</td>
<td>Qualitative Data Analysis</td>
<td>Centre for Forest, Landscape and Planning, Copenhagen University, Denmark</td>
</tr>
<tr>
<td>9,16 &amp; 23 May 2007</td>
<td>Cost Benefit Analysis</td>
<td>EEPSEA</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
<td>Instructor</td>
</tr>
<tr>
<td>---------------------</td>
<td>----------------------------------------------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>17 Oct.–12 Dec. 2007</td>
<td>Qualitative Methods and Analysis</td>
<td>Ms Ingrid FitzGerald/CDRI and Dr Brett Ballard/CDRI</td>
</tr>
<tr>
<td>19–22 Nov. 2007</td>
<td>Irrigation Economic Training</td>
<td>University of Sydney</td>
</tr>
<tr>
<td>6 December 2007</td>
<td>Access Training Course</td>
<td>Dr Keith Carpenter/CDRI</td>
</tr>
<tr>
<td>12 December 2007</td>
<td>Endnote Training</td>
<td>University of Sydney</td>
</tr>
<tr>
<td>24–28 March 2008</td>
<td>Overview on Environmental Economics</td>
<td>EEPSEA*</td>
</tr>
<tr>
<td>25 Jan. 2008</td>
<td>Research Workshop on Literature Review of Trade and Environment Nexus</td>
<td>Mr Hing Vutha/CDRI</td>
</tr>
<tr>
<td>4 Feb. 2008</td>
<td>Framework for Gender Analysis</td>
<td>Ms Ingrid FitzGerald/CDRI</td>
</tr>
<tr>
<td>8 Feb. 2008</td>
<td>Research Workshop on Bokor National Park Proposal on China Investment in Cambodia</td>
<td>Mr Lic Vuthy/CDRI, Mr Lim Sovannara/CDRI</td>
</tr>
<tr>
<td>19–20, 25–26 Feb. 2008</td>
<td>Qualitative Data Analysis—NVIVO</td>
<td>Ms Ingrid FitzGerald/CDRI</td>
</tr>
<tr>
<td>7 March 2008</td>
<td>Overview of Macroeconomy in Cambodia</td>
<td>Dr Stephane Gimbert/World Bank</td>
</tr>
<tr>
<td>7 March 2008</td>
<td>Research Workshop on Accountability and Human Resource Management of Sub-national Governance in Relation to the Organic Law.</td>
<td>Ms Eng Netra/CDRI</td>
</tr>
<tr>
<td>21 March 2008</td>
<td>Research Workshop on Land Titling and Poverty Reduction: a Study of Two Sangkats</td>
<td>Dr John McAndrew/ADI**, CCC</td>
</tr>
<tr>
<td>24–28 March 2008</td>
<td>Overview of Environment Economics</td>
<td>EEPSEA</td>
</tr>
<tr>
<td>4 April 2008</td>
<td>Research Workshop on Youth Situation Analysis in Cambodia</td>
<td>Dr Han Phoumin/CDRI</td>
</tr>
<tr>
<td>25 April 2008</td>
<td>Research Workshop on MOPS Revisited: Conflict and Community Well-Being</td>
<td>Dr Brett Ballard/CDRI</td>
</tr>
<tr>
<td>6 June 2008</td>
<td>Research Workshop on Environmental Impacts of ASEAN-China FTA in the Greater Mekong Sub-region.</td>
<td>Mr Hing Vutha/CDRI</td>
</tr>
<tr>
<td>20 June 2008</td>
<td>Workshop: From Moribund Farmers’ Association to Successful Microfinance Institution: The Case of the Ta Ong Soybean Association.</td>
<td>Mr Steve Gniel/ANU</td>
</tr>
</tbody>
</table>

*Economy and Environment Programme for South-East Asia
**Analysing Development Issues
Library Update

Increased capacity of staff has improved the CDRI library’s administration and work efficiency. Participation in workshops and seminars on library development has strengthened networks and relationships with other libraries and partners throughout the country.

Resource Collection and Enrichment
The library has expanded the availability of international research knowledge and resources by collecting on key development research topics. Using information on useful titles related to their work from managers and researchers, the library has collected more than 300 new titles on social, economic, governance, rural development and other issues. These new collections can also become a focus of attention for students, researchers and users from outside CDRI.

Library Orientation to University Students
In October 2007, CDRI organised an orientation for 300 students from eight universities in Phnom Penh to promote the library’s services and to disseminate information about the quality of CDRI’s library holdings. This exercise has had a positive result, as the number of new clients and users has increased noticeably.

Catalogue of Research Knowledge and Resources Published in Cambodia
Research knowledge and resources published in Cambodia have been unavailable in catalogues of almost all libraries, including the Library of Congress. CDRI librarians have been working to catalogue such titles to make the most complete list covering development policy research fields of interest. The cataloguing of local publications is progressing and expected to be completed in the third quarter of 2008.
In 2007–08, the publishing unit has continued improving the quality of products and services by:

- making published texts with simpler format, concept and style more widely accessible to local and international users;
- creating innovative layout and designs, and keeping a close watch on the printing market to identify potentially better service providers;
- expanding and strengthening networking with reliable partners and service providers who are very competitive, effective and efficient in publishing, printing, editing, translation-interpretation and mass media stations;
- rationalising distribution lists, improving inventory management and closely monitoring distribution and sales outlets;
- collecting feedback on translation and interpretation services provided and devising measures for quality improvement;
- collecting and selecting CDRI activities photos for the internal photo database.

Publishing staff are strengthening capacity in the areas of publishing related products and services, document layout, art design, media and video clipping, translation, editing, communications, marketing and corporate management.

This year CDRI published four issues of Cambodia Development Review, 12 issues of Flash Report on the Cambodian Economy, the Annual Development Review 2007–08, three working papers, five special reports and five policy briefs. The publishing programme also provides support services in the production of video materials on CDRI activities for TV.
1. *Cambodia Development Review*: 4 issues in English and four issues in Khmer in 2007 and one issue in English and one issue in Khmer in 2008


   - Chapter 1 - Introduction
   - Chapter 2 - Macroeconomic Performance
   - Chapter 3 - Irrigation Water Use in Takeo Province: Problems, Conflicts and Solutions
   - Chapter 4 - Defining Participation in Irrigation Management and Development
   - Chapter 5 - From Informal to Formal Land Markets: Navigating Land Tenure in Cambodia
   - Chapter 6 - The Political Economy of Managing Labour Migration


5. *CDRI Publication Catalogue* (full colour)

6. Development Analysis Network (DAN): *Pro-Poor Tourism in the Greater Mekong Sub-Region*, 270 pages, a joint study from Cambodia, Laos, Thailand, Vietnam and Yunnan province of China


8. “*We Are Living with Worry All the Time*” *A Participatory Poverty Assessment of the Tonle Sap*, by Brett M. Ballard, Christian Sloth, David Wharton, Ingrid FitzGerald, K.A.S Murshid, Kasper K. Hansen, Phim Runsinarith and Lim Sovannara

10. Working Paper 36: Youth Migration and Urbanisation in Cambodia by Lim Sovannara


Policy Briefs

1. CDRI Policy Brief on “Where Decentralisation Meets Democracy: Civil Society, Local Government, and Accountability in Cambodia” by Thon Vimealea in English and Khmer
3. EEPSEA-CDRI Policy Brief on “Funding Solid Waste Disposal: A Study from the Philippines” in Khmer
4. EEPSEA-CDRI Policy Brief on “Pollution Prevention Pays: Pollution Charges in Cambodia” in Khmer
5. EEPSEA-CDRI Policy Brief on “Tracking the Trade: Vietnam’s Illegal Wildlife Business” in Khmer
6. EEPSEA-CDRI Policy Brief on “Pricing Policies for Malaysia’s Forests” in Khmer

Flyers and Brochures

1. COPCEL Flyer
2. Cambodia: An Economic and Social Overview (brochure)

All the above papers are available from the catalogue of CDRI publications and www.cdri.org.kh
**MAJOR SEMINARS, CONFERENCES AND PRESENTATIONS IN 2007–08**

### 2007

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 May</td>
<td>Hossein Jalilian, Chan Sophal and Hing Vutha participated in the “Second Cambodian Economic Forum”, held at Hotel Le Royal by the Supreme National Economic Council</td>
</tr>
<tr>
<td>17 May</td>
<td>“2007 Commune Election Conference: Experience, Challenges and Ways Forward”, an initiative of CDRI’s Conflict Prevention in Cambodian Elections, hosted by CDRI at the Phnom Penh Hotel</td>
</tr>
<tr>
<td>30 May</td>
<td>Larry Strange participated as a commentator at the international conference on “Globalisation and Regional Integration” co-organised by the Senate, KAS and IRIC at the Inter-Continental Hotel</td>
</tr>
<tr>
<td>5–7 June</td>
<td>Kim Sedara, Eng Netra and Horng Vuthy gave presentations in the decentralisation and deconcentration donor retreat, held at Kirirom Resort, organised by DFID/ SIDA</td>
</tr>
<tr>
<td>5–8 June</td>
<td>Larry Strange gave a presentation at the workshop on “Asian Think Tanks: Strengthening Knowledge Management and Knowledge Sharing”, held at Asian Development Bank Institute, Tokyo</td>
</tr>
<tr>
<td>12 June</td>
<td>Larry Strange gave the closing remarks for the high level workshop on “Public Policy Research”, co-hosted by CDRI, Royal School of Administration and University of Sydney. NRE team and some senior staff participated in this workshop</td>
</tr>
<tr>
<td>2–3 July</td>
<td>Larry Strange gave a presentation at the conference on “Aid, Trade, and Infrastructure: Economic Dimensions of New Power Dynamics in Southeast Asia”, held at Le Meridien Hotel in Siem Reap and jointly convened by the Stanley Foundation and CICP</td>
</tr>
<tr>
<td>16–17 July</td>
<td>Larry Strange and Hing Vutha participated in the consultative meeting on “Trade and Investment Policy Coordination”, organised by the ARTNet in Bangkok</td>
</tr>
<tr>
<td>7 August</td>
<td>Larry Strange participated in “ASEAN at 40: Achievements, Challenges and Future Directions”, at the Hotel Cambodiana, Phnom Penh, co-organised by the Ministry of Foreign Affairs and International Cooperation, University of Cambodia, Asia Economic Forum and International Foundation for Arts and Culture</td>
</tr>
<tr>
<td>21–22 August</td>
<td>CDRI’s DAN6 methodology workshop at Phnom Penh Hotel</td>
</tr>
<tr>
<td>29 August</td>
<td>Conference on “Changing State, Changing Society—Towards Democratic Development in Cambodia: A Four-Year Policy Research” at Phnom Penh Hotel, hosted by CDRI</td>
</tr>
<tr>
<td>4 September</td>
<td>Larry Strange participated in the “12th Government-Private Sector Forum”, organised by CDC</td>
</tr>
<tr>
<td>26–27 September</td>
<td>Kim Sean Somatra gave a presentation on “Irrigation Management: the Case of Cambodia” in the conference on “Water Governance of the GMS Countries” at the University of Sydney, Australia. Chem Phalla also participated in this event</td>
</tr>
<tr>
<td>22 October</td>
<td>Dissemination workshop on “Land Titling Baseline Survey Project: Rural and Urban Phases”, organised by CDRI at the Phnom Penh Hotel</td>
</tr>
<tr>
<td>29 October</td>
<td>Larry Strange chaired a panel in the 3rd East Asian Institute forum on “East Asian Economic Integration: Recent Developments &amp; Key Agendas”, hosted by the Korea Institute for International Economic Policy, Seoul</td>
</tr>
<tr>
<td>30 October–2 November</td>
<td>Chan Sophal participated in the first China-ASEAN forum on “Social Development and Poverty Reduction”, hosted by the State Council Leading Group on Poverty Alleviation and its partners at Nanning, China</td>
</tr>
<tr>
<td>5–8 &amp; 12 November</td>
<td>He Hin and library staff presented an orientation about CDRI library to students from Norton University, Royal University of Law and Economics, National University of Management, Build Bright University, Cambodia Mekong University, Pannasastra University of Cambodia and Department of Media and Communication (RUPP)</td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
</tr>
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<td>----------------</td>
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</tr>
<tr>
<td>6 November</td>
<td>CDRI national workshop on “Moving Out of Poverty? What We Know Now and Future Directions for Policy Research”, at Phnom Penh Hotel</td>
</tr>
<tr>
<td>7–8 November</td>
<td>Larry Strange, Hossein Jalilian, Chan Sophal and Brett Ballard participated as panellists and/or presenters at the Dataconsult conference on “Cambodia Investment, Trade and Infrastructure 2007”, at the Inter-Continental Hotel</td>
</tr>
<tr>
<td>6–9 December</td>
<td>Lim Sovannara gave a presentation at the international conference “ASEAN-China Trade Relations: 15 Years of Development and Prospects”, hosted by the Centre for ASEAN and China Studies of the Vietnamese Academy of Social Sciences in Hanoi</td>
</tr>
<tr>
<td>7–8 December</td>
<td>Larry Strange and Chan Sophal presented papers at the 32nd Federation of ASEAN Economic Associations annual conference on the theme “Politics and Economic Development”, hosted by the Economic Society of Thailand, Bangkok</td>
</tr>
<tr>
<td>11–12 December</td>
<td>Larry Strange was a commentator at the workshop on “Managing Capital Flows: Search for a Model”, organised by the Asian Development Bank Institute, Tokyo</td>
</tr>
<tr>
<td>10–21 December</td>
<td>Thun Vathana, So Sovannarith and Chhay Pidor participated in training on “Basic Poverty Measurement and Diagnostics”, organised by the World Bank at the Cambodiana Hotel</td>
</tr>
<tr>
<td>31 January</td>
<td>Larry Strange participated in the signing ceremony of the agreement between the Asian Development Bank and the Council for Agricultural and Rural Development on “Building Community Capacity for Poverty Reduction Initiatives in the Tonle Sap Basin”, at the office of the Council of Ministers</td>
</tr>
<tr>
<td>5 February</td>
<td>CDRI’s workshop “Youth, Women and Elections: Challenges and Ways Forward for Participation in Elections”, at the Phnom Penh Hotel</td>
</tr>
<tr>
<td>20 February</td>
<td>Eng Netra presented a paper, “Progress and Challenges of Decentralisation Reforms in Cambodia” during the civil society briefing to the Senate at the Senate Building, organised by UNDP</td>
</tr>
<tr>
<td>20 February</td>
<td>Larry Strange gave opening remarks for the consultative meeting on “Review of Labour Migration Policies, Strategies, Management Institutions and Emigration Pressure”, co-organised by the Ministry of Labour and Vocational Training and International Labour Organisation at the Imperial Garden Hotel</td>
</tr>
<tr>
<td>28 February</td>
<td>Cambodia Outlook Conference “Mobilising Cambodia’s Resources—Human, Natural, Financial—for Quality Development, Growth and Prosperity”, co-hosted by CDRI and ANZ Royal Bank at the Phnom Penh Hotel</td>
</tr>
<tr>
<td>14 March</td>
<td>Larry Strange participated in the high level conference on “Managing Capital Flows” at Asian Development Bank Institute, Tokyo</td>
</tr>
<tr>
<td>24 March</td>
<td>Kem Sothorn participated in the consultative workshop on “Agricultural Dynamic in Areas under Urban Influence”, co-hosted by the Ministry of Agriculture, Forestry and Fisheries and CEDAC at MAFF</td>
</tr>
<tr>
<td>3 April</td>
<td>Yem Dararahat participated in the annual conference on “Agriculture, Forestry, and Fisheries”, hosted by the Ministry of Agriculture, Forestry and Fisheries at Chaktomuk Hall, Phnom Penh</td>
</tr>
<tr>
<td>3-11 April</td>
<td>Kim Sedara gave a presentation on “Where Decentralisation Meets Democracy: Civil Society, Local Government and Accountability in Cambodia” for the Association of Asian Studies at Atlanta, Georgia, and Center for Southeast Asian Studies, Northern Illinois University, USA</td>
</tr>
<tr>
<td>30 April</td>
<td>Yem Dararahat participated in the meeting of the Task Management Support Group 4, organised by Ministry of Water Resources and Meteorology at MOWRAM</td>
</tr>
</tbody>
</table>
CDRI has continued its institutional development, “Cambodianising” and strengthening the capacity of management and staff and improving its governance and administrative systems in accordance with the commitments of the 2006–10 Strategic Plan. An external relations strategy for 2007–10 and an overall action plan for the life of the Strategic Plan were developed. An action plan for 2008 was prepared and is being implemented to raise the profile of CDRI, to assist in managing relationships with partners and to mobilise support from all units and sections of CDRI for the Strategic Plan’s objectives.

To meet the expansion of projects and programme resources, new accounting software, Quick-book, was installed in January 2007. It has been gradually customised to meet the need for reports of greater complexity.

CDRI’s budget increased modestly in 2007. Expenditure was USD1,820,569, the highest annual expenditure to date. CDRI’s financial management during the reporting year continued its high standards of accountability and transparency, as confirmed by the external audit.

The administration unit provided quality services: updating and innovating procurement and human resource policies, leading procurement of services and goods and helping to improve staff recruitment, in consultation with the human resource working party. CDRI’s information technology system was expanded and updated, including network hubs, LAN, PCs, servers, mail servers and external and internal web sites. Internet access was upgraded to the highest speed provided by ISPs in Cambodia.

In April 2008, CDRI held a one-day management and senior staff retreat at the Phnom Penh Hotel to identify and discuss the major issues to focus on in the mid-term review of the 2006–10 Strategic Plan, and what it is hoped to achieve from it. The retreat provided interactive sessions on research product quality, management and policy impact, changes in CDRI in a changing environment and challenges from the board of directors that need to be addressed. The retreat assessed areas of strength and identified areas for further improvement, on which management and staff will act together over the life of the current Strategic Plan.
Board of Directors, April 2007–April 2008

H.E. Dr HANG Chuon Naron
Chair of the Board of Directors
Secretary General, Ministry of Economy and Finance, Cambodia

H.E. Dr ING Kantha Phavi*
Minister of Women’s Affairs
Cambodia

H.E. Dr CHEM Widhya
Ambassador Extraordinary and Plenipotentiary of the Kingdom of Cambodia to the Federal Republic of Germany, Cyprus, Malta and Slovenia Cambodia

Ms POK Panhavichetr, Director
Canadian Cooperation Office (CCO)
Cambodia

Ms Carol STRICKLER,
Former Executive Director
Cooperation Committee for Cambodia (CCC), Cambodia

Dr Jayant MENON, Principal Economist
Office for Regional Economic Integration, Asian Development Bank (ADB), Philippines

Professor Lawrence HADDAD, Director
Institute of Development Studies (IDS)
University of Sussex
United Kingdom

Mr Noritada MORITA, Chairman & CEO
Asia Strategy Forum (ASF), Thailand

H.E. Ambassador Borje LJUNGGREN**
Ambassador
Asia Department, Ministry of Foreign Affairs, Sweden

Mr Larry STRANGE
Executive Director
CDRI
Cambodia

Mr DUONG Virorth*
Staff Representative
Programme Manager, Human Security, Peace Building and Conflict Transformation
CDRI
Cambodia

Mr CHAN Sophal**
Staff Representative and Senior Research Manager
CDRI
Cambodia

* H.E. Dr ING Kantha Phavi and Mr DUONG Virorth retired from the board, respectively in August 2007 and January 2008. CDRI expresses its gratitude for their dedicated service.

** Mr CHAN Sophal and H.E. Ambassador Borje LJUNGGREN, new board members appointed respectively in January and February 2008

Dr Hang Chuon Naron gives an interview with CTN and TVK channels prior to 2008 Outlook Conference
CDRI Staff—May 2007

**Senior Management**

Mr Larry STRANGE Executive Director  
Dr Hossein JALILIAN Director of Research  
Mr UNG Sirn Lee Director of Operations

**Democratic Governance and Public Sector Reform**

Ms ENG Netra Research Manager  
Mr KIM Sedara Research Fellow  
Ms THON Vimealea Research Associate  
Mr KIM Sean Somatra Research Associate  
Ms CHEA Chou Research Associate  
Mr OU Sivhuoch Research Associate  
Mr PAK Kimchoeun Research Associate  
Ms CHEA Chou Research Associate  
Ms LY Tem Research Assistant

**Natural Resources and the Environment (NRE)**

Mr YEM Dararath Research Manager  
Mr LONN Pichdara Research Assistant  
Ms SAM Sreymom Research Assistant  
Ms LY Phanna Volunteer

**Poverty, Agricultural and Rural Development (PARD)**

Dr THUN Vathana Research Manager  
Mr SO Sovannarith Research Fellow  
Mr KEM Sothorn Research Associate  
Mr NET Neath Research Associate  
Ms CHHAY Pidor Research Assistant

Mr CHHIM Chhun Research Assistant  
Ms Marjolaine MITAUT Intern

**Economy, Trade and Regional Cooperation**

Mr CHAN Sophal Senior Research Manager  
Mr HING Vutha Research Associate  
Mr LIM Sovannara Research Associate  
Mr PHIM Rumsinarith Research Associate  
Mr SAING Chan Hang Research Associate  
Ms PON Dorina Research Assistant  
Ms PHANN Dalis Research Assistant

**Human Security, Peace Building and Conflict Transformation**

Dr HAN Phoumin Programme Manager  
Ms HUY Romduol Senior Programme Officer and Training Team Leader  
Ms TOUCH Varine Programme Officer  
Mr MEAS Savath Programme Officer  
Ms SOK Sethea Programme Officer  
Ms PHIM Chantrea Programme Assistant  
Ms SAO Nakry Volunteer  
Mr EAM Phirum Volunteer (P/T)  
Mr KER Bopha Consultant  
Mr LAY Chan Consultant (P/T)

**Research Advisers and Consultants**

Dr Brett M. BALLARD Senior Research Adviser

**External Relations**

Ms Moudda BILLMEIER External Relations Manager  
Ms RUN Savinn Administrative Assistant to Executive Director

Management-senior staff retreat for mid-term Strategic Plan review, April 2008  
Display of CDRI products at Cambodia Outlook Conference, Phnom Penh, February 2008
Publications

Mr YOU Sethirith Acting Publishing Manager
Mr OUM Chantha Production Officer
Ms YEN Sophany Translation Assistant
Ms CHEA Malika Translation Assistant
Mr KIM Chettra Publishing Assistant
Ms MEN Chanthida Assistant for Sales and Distribution (short term)
Mr CHHIN Sithy Graphic Design Consultant (P/T)
Ms TOUCH Darith Reangsey Volunteer (P/T)
Mr Allen MYERS Language Editor (P/T)

Library

Mr HE Hin Library Manager
Ms UN Sinoch Librarian
Ms SORN Maden Library Assistant
Ms SVAY Souma Library Assistant

Finance

Ms Beauphara THONG Finance Manager
Mr Srey Sovannarith Accounting Officer
Ms BEAN Borina Finance Assistant

Information Technology

Mr LENG Vanna IT Manager
Mr VAN Narith Sambath IT Officer
Mr KHOEUM Piseth Volunteer (P/T)

Administration and Support Services

Ms OEUNG Bon Thyda Administrative Manager
Mr SEN Sina Senior Administration and Protocol Officer
Ms CHEA Sothy Administrative Assistant
Ms CHHUON Nareth Receptionist
Mr KIE Kim Por Maintenance Man
Mr EANG Soth Driver
Mr CHHOUK Sothun Driver
Mr OUK Samnang Driver
Mr LIM Rathana Driver
Mr KOUK Samnang Courier/Messenger
Ms SOM Mouly Kitchen Aide
Ms MOK Savry Cleaner
Ms NOU Sim Cleaner (P/T)
Ms CHEA Sokha Cleaner (P/T)
Ms OU Seng Houy Cleaner (P/T)
Mr NOU Navandy Gardener
Mr PICH Samath Garden Helper

Staff on Study Leave

Mr ANN Sovatha Research Assistant
Mr EM Sorany Publishing Manager
Mr CHEM Phalla Research Associate
Mr DOUNG Viroth Programme Manager
Ms KHIEV Daravy Research Assistant
Mr NOU Keo Sothea Research Associate
Ms ROS Bandeth Research Assistant
Ms SUM Sreymom Programme Assistant

Year-end party for all CDRI staff, CDRI garden, 2007